

Performance Improvement through Management Enforcement of Standards

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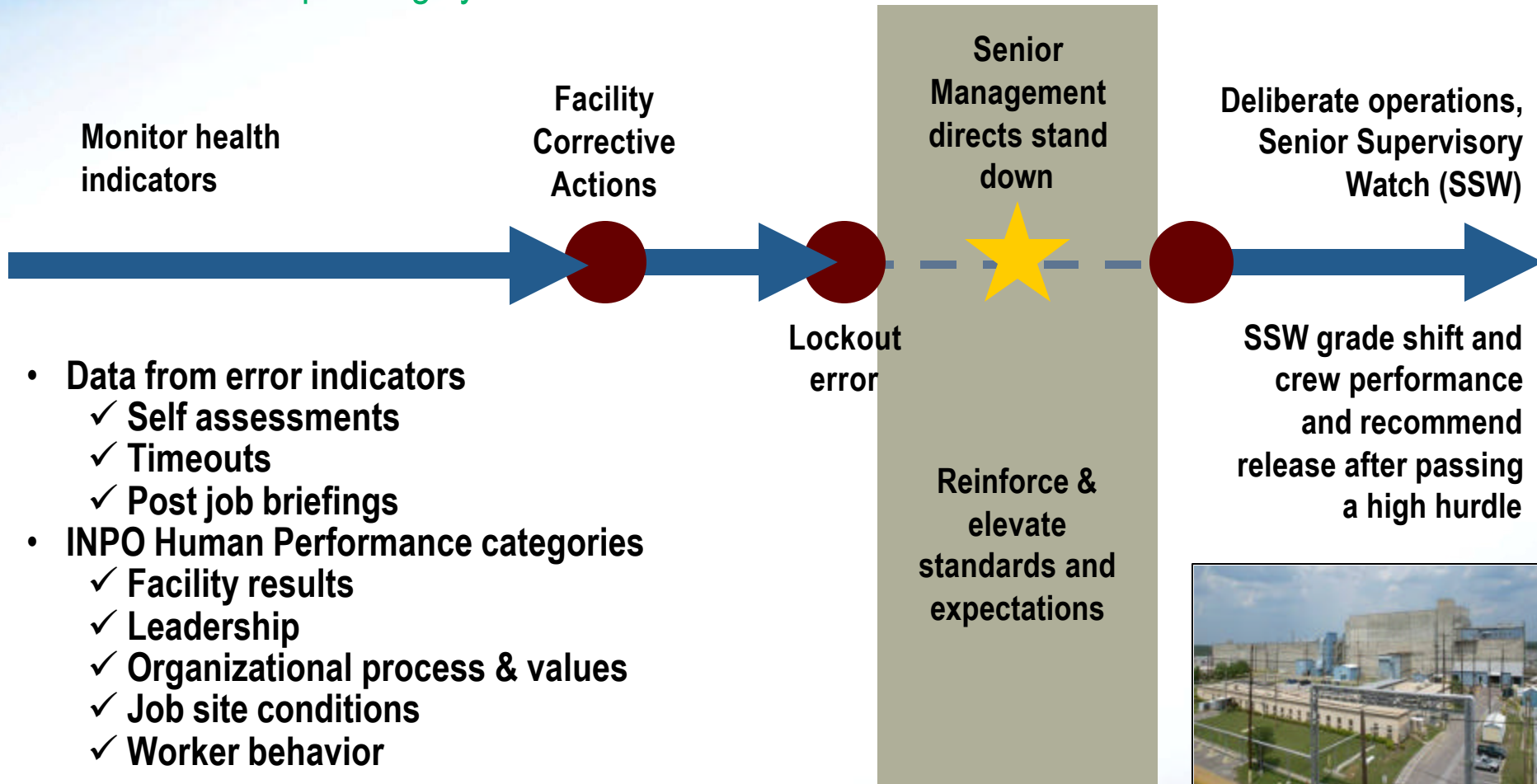


DOE Integrated Safety Management Workshop 2008

Idaho National Laboratory

Observations and Indicators

Previous operating cycle



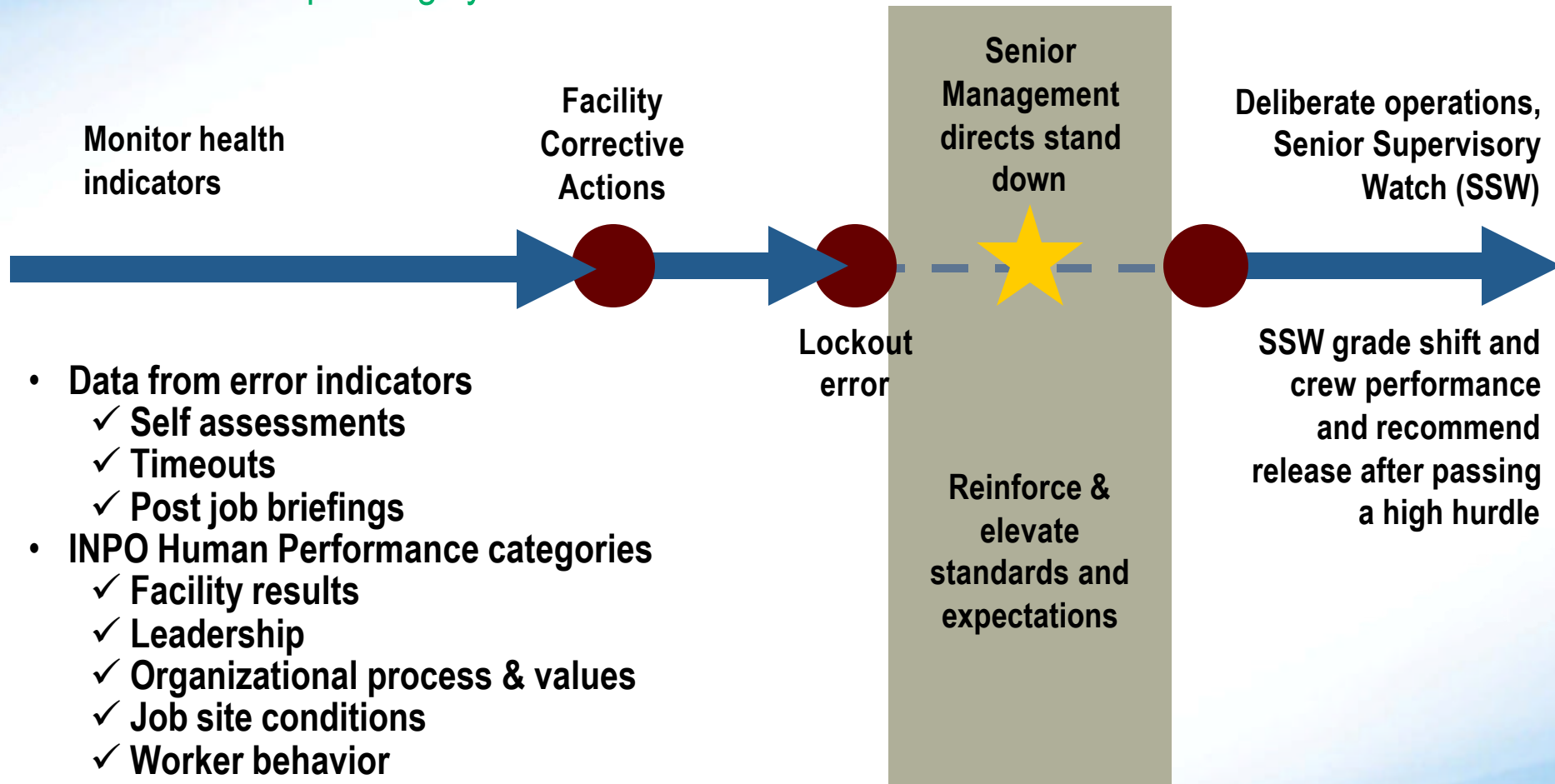


Error Matrix



Observations and Indicators

Previous operating cycle



SSW Grading Criteria and Results

Strict enforcement of high standards

Performance-based criteria

- Disciplined execution
- Management leadership
- Attention to detail and inquisitiveness
- Shift/crew enforcement of standards

Results

- **After two weeks**
 - None of the 18 crews released
- **Four weeks**
 - Sixteen of 18 crews released
- **Grading performance of each shift and work crew effectively captured the attention of everyone**
- **Worker response**
 - Overwhelmingly positive
 - All strive for recognition of good performance

Observations and Indicators

New operating cycle

Monitor health indicators

- Data from error indicators
 - ✓ Self assessments
 - ✓ Timeouts
 - ✓ Post job briefings
- INPO Human Performance categories
 - ✓ Facility results
 - ✓ Leadership
 - ✓ Organizational process & values
 - ✓ Job site conditions
 - ✓ Worker behavior

Scheduled
Facility
Recharge
Period



Reinforce &
elevate
standards and
expectations

Deliberate
operations,
Senior
Supervisory
Watch (SSW)

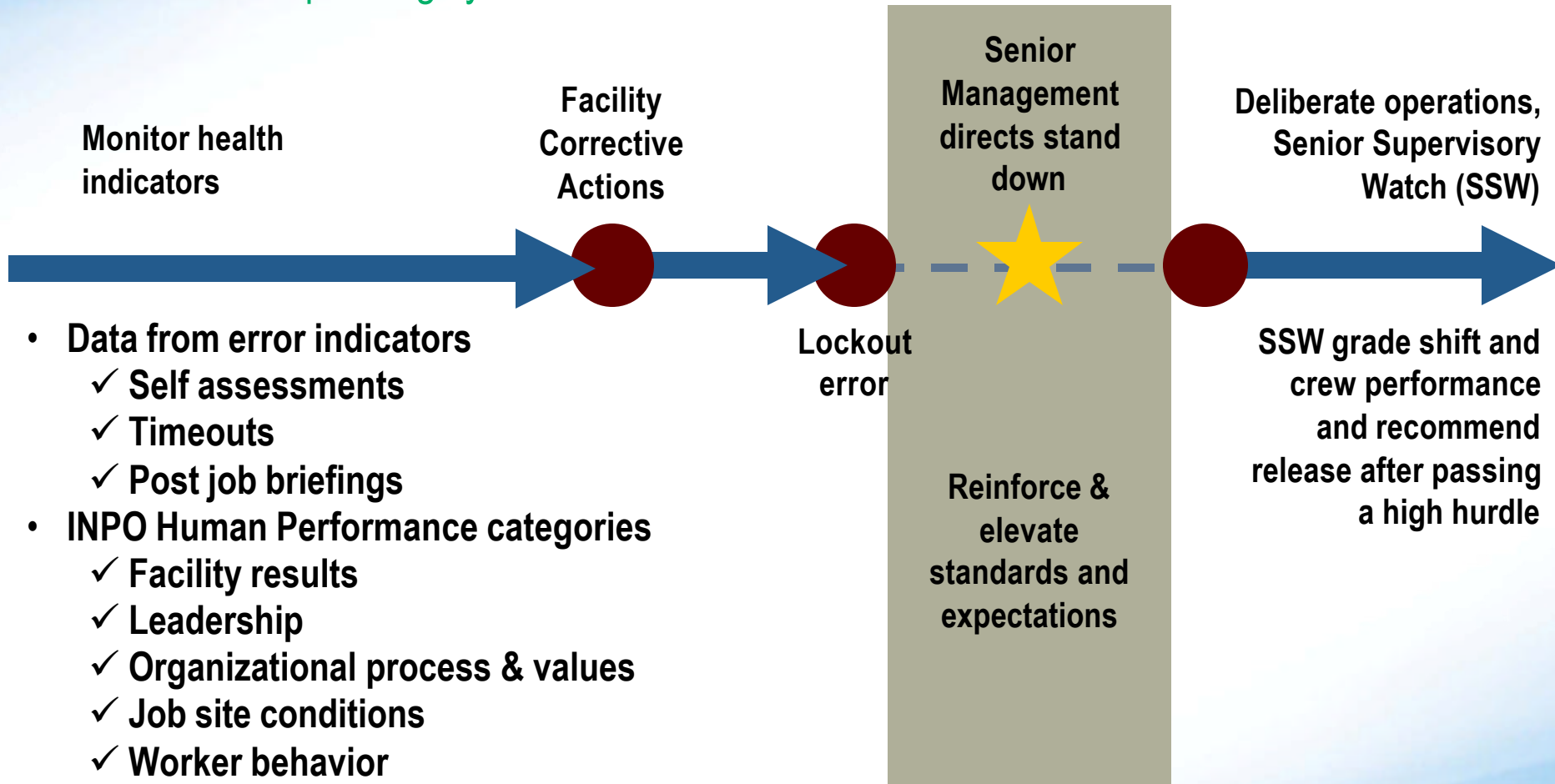
Monitor health indicators

Resume normal
operations



Observations and Indicators

Previous operating cycle



Observations and Indicators

New operating cycle

Monitor health indicators

90-day clock

Scheduled Facility Recharge Period

Monitor health indicators

Resume normal operations

- Data from error indicators
 - ✓ Self assessments
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Reinforce & elevate standards and expectations

Deliberate operations, Senior Supervisory Watch (SSW)



Independent Assessment Recommendations

Reinforced internal conclusions

- **Implement recharging methods such as periodic safety pauses, periodic SSW, and rotation of FLM / SOM personnel**
- **Require consistent use of integrated facility schedules:**
 - Clarify priorities and set realistic expectations for performance
- **Enhance management oversight and control of work**
 - Institutionalize FLM / SOM as members of management team
 - Re-invigorate the Person-in-Charge program for all work groups
- **Improve critiques by using systematic process**

Human Performance Improvement (HPI)



The HPI journey

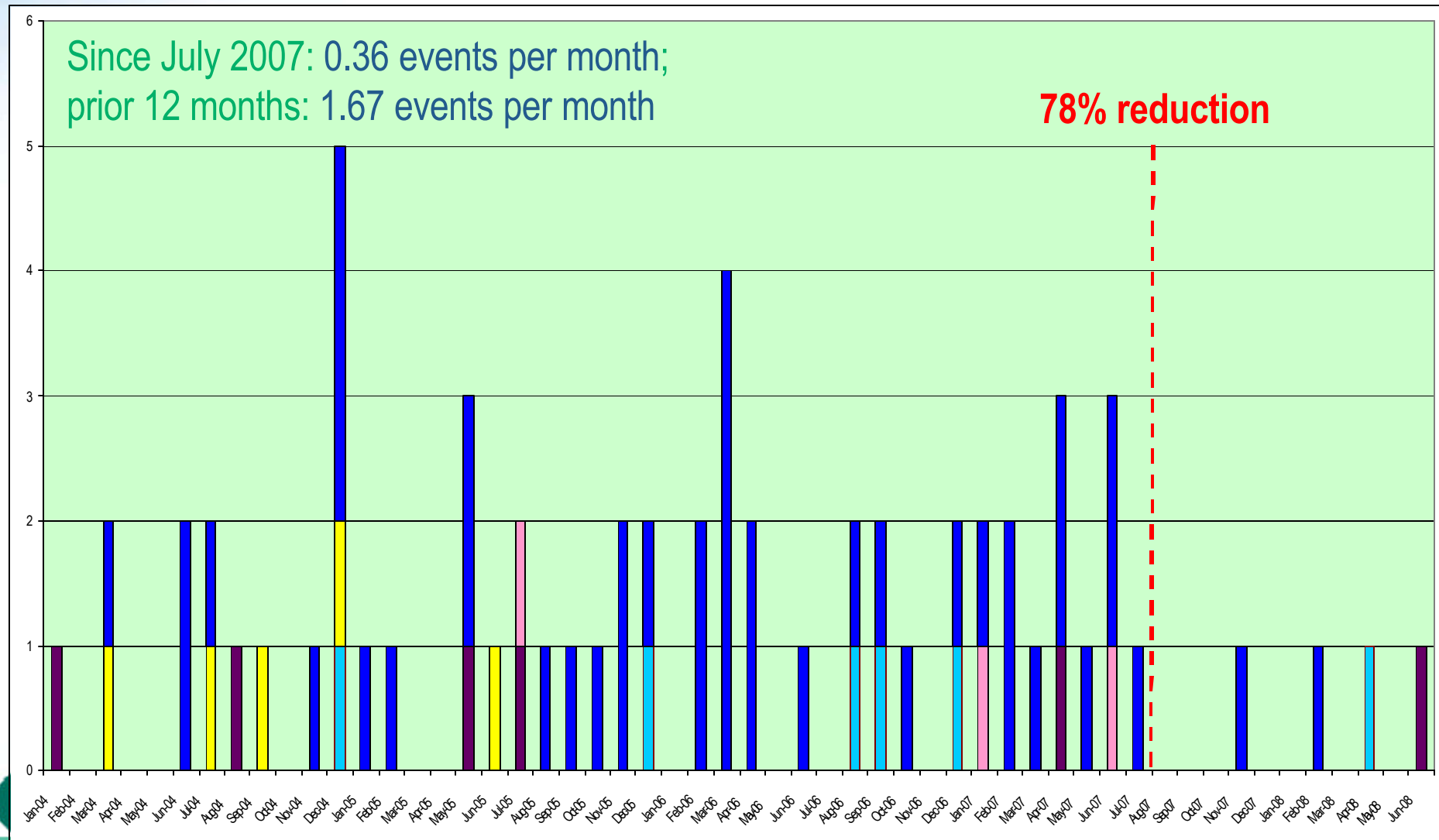
- **Jump-starting the program**
 - HPI consultant
 - Utilize INPO experience/guides
 - Benchmarking trips
 - Facility champion & coaches
- **HPI fundamental principles training**
- **Specific Error Reduction tools**
 - Communications “blitz” w/posters, videos, handouts, etc.
 - Develop habit of tool use through dynamic learning exercises
 - Reinforce expectation to utilize tools by SSW/assessments/qualifications



- **Workplace implementation**
 - Incorporated into pre/post-job briefs & event critiques
 - Event/error clocks
 - HPI flags installed at facility entrances
 - HPI “Catch of the Week”

Conduct of Operations ORPS Events

78 percent reduction since July 2007



Sustainability Program

Key attributes

- **Pause to “re-charge” every 90 days**
- **Periodic graded SSW**
- **Error analysis and targeted SSW**
- **Random unannounced SSW**
- **Promotion of a learning organization**
- **Incorporated HPI into critique process**
- **Chartered Corrective Action Review Board**
- **Personnel rotational assignments**
- **SSW for planned high-risk or non-routine activities**



Reflections

Keys to success

- High expectations require firm, consistent reinforcement
- Grading the performance of each shift and work crew enforces the management expectations
- Hold the shift/crew management team accountable to reinforce high standards
- Continuous management energy is required to overcome the tendency toward complacency and overconfidence
- Celebrate successes

